

# JOURNAL OF SMALL BUSINESS **STRATEGY**

## FROM THE EDITOR

Allow me to introduce myself. I'm Paul Stephens from Bradley University and I am the new editor of JSBS. It has been a challenge learning my newest job, but the learning curve hasn't been too steep due to the guidance of the outgoing editor. There are still things to understand better and perhaps improve in the future but, for now, maintaining the quality and integrity of the publication is my primary mission.

As the new editor of JSBS, I would like to begin by thanking our outgoing editor Fred Fry. Fred did a fine job as steward of this publication over the last five years. Fred has been a mentor and friend and I want to wish him the best in his retirement.

In this issue of JSBS, we have six new articles which are a diverse mix of topics which I hope interest our eclectic readership.

Authors Kreiser and Davis offer us a new theoretical framework for examining the entrepreneurial process at the firm level. The framework uses prior research to establish a link between the attributes of firm-level entrepreneurship and key outcomes related to the entrepreneurial act. The new framework provides a holistic view into the entrepreneurial process within the organizational setting.

Switching gears from the theoretical to the applied, our second article by Ascigil and Magner examines how social capital among tenant companies within business incubators leads to the acquisition and utilization of business skills by those tenant firms. The authors discover that social capital, which is built through relationships between groups and individuals, can have a significant impact on business knowledge and skill building early in the life of a new firm. This is a must read for those interested in the impacts of incubation centers on nascent firms.

Smith and Simon offer us a look into how data integration systems impact strategic decision making in small firms. Prior research, which has focused on large corporations, has clearly demonstrated the advantages of integrating data from multiple sources in order to aid management in decision making. But, ERP may not be just for big firms after all. Read this article to find out what small firm managers should know when considering investments in data integration systems.

Expectations about the growth of the firm, planning formality, uncertainty and risk are highlighted in our fourth article by Matthews, Schenkel, Ford and Human. Specifically, the authors look at differences between nascent entrepreneurs and nascent intrapreneurs. The author's extensive exploration reinforces theoretical and practical contentions that the differences between the two initiation processes are substantial both in terms of expectations and outcomes.

Hertz, Beasley, and White examine the topic of selecting a legal structure in small and micro businesses. The authors posit that when making a decision about a legal structure, many entrepreneurs don't fully consider the effect of their decision on strategically important issues such as startup costs, liability, taxes and financing options. The paper provides readers with an insight into the decision-making process of firm founders in regard to selecting a legal structure.

The founders' influence on a family business has interested researchers for years. Lussier and Sonfield continue their good work in this area, adding to a list of related articles published in a variety of outlets. The authors, with the assistance of faculty located around the world, collected information from almost 600 family businesses. These companies, which are located in six different countries, provide the authors significant data to examine how particular family business managerial characteristics are influenced by the founder(s) of the firm.

Enjoy!

Paul R. Stephens  
Editor

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